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Proposed programme budget for the biennium 2018-2019*

Part VIII
Common support services

Section 29C
Office of Human Resources Management

(Programme 25 of the biennial programme plan for the period 2018-2019)**

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* A summary of the approved programme budget will be issued as A/72/6/Add.1.

** A/71/6/Rev.1.

*** This report does not contain an annex on outputs included in the biennium 2016-2017 that will not be delivered in the biennium 2018-2019, given that there are no discontinued outputs.

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Overview

Table 29C.1 **Financial resources**

(United States dollars)

Approved resources for 2016-2017	70 288 300
Technical adjustments (removal of non-recurrent requirements and biennial provision of posts)	(542 500)
Other changes	(405 700)
Total resource change	(948 200)
Proposal of the Secretary-General for 2014-2015[a]	69 340 100

[a] At 2016-2017 revised rates.

Table 29C.2 **Post resources**

	Number	*Level*
Regular budget		
Approved for the biennium 2016-2017	148	1 ASG, 3 D-2, 5 D-1, 15 P-5, 20 P-4, 18 P-3, 13 P-2/1, 8 GS (PL), 65 GS (OL)
New posts	2	1 P-5 and 1 P-4 under component 4
Abolishment	(1)	1 GS (OL) under executive direction and management
Proposed for the biennium 2014-2015	149	1 ASG, 3 D-2, 5 D-1, 16 P-5, 21 P-4, 18 P-3, 13 P-2/1, 8 GS (PL), 64 GS/OL

Overall orientation

29C.1 The Office of Human Resources Management is responsible for implementing the programme of work under section 29C, with support from the relevant organizational units of the United Nations located at offices away from Headquarters. The overall responsibilities of the Office are set out in Secretary-General's bulletin ST/SGB/2011/4. The activities proposed under section 29C fall within subprogramme 3, Human resources management, of programme 25, Management and support services, of the report of the Secretary-General on consolidated changes to the biennial programme plan for the biennium 2018-2019.

29C.2 The Office will continue to advance its reform agenda aimed at developing an Organization that is responsive and supports a culture of empowerment and performance, allows for equal access to career opportunities irrespective of programmes and sources of funding and provides staff members with opportunities to learn and grow so that they can reach their greatest potential. It will also focus on strengthening workforce planning, performance management, career support and the implementation of the mobility framework as approved by the General Assembly. The Office, within its mandate and in close cooperation with other relevant structures of the Secretariat, will continue to strengthen the system of administration of justice, as set out in General Assembly resolution 61/261 and subsequent relevant resolutions that address, among other things, issues relating to recourse to formal and informal procedures for the efficient, effective and fair implementation of the system. In addition, the Office will improve its delivery of occupational health services to United Nations staff and facilities worldwide.

Note: The following abbreviations are used in tables and charts: ASG, Assistant Secretary-General; GS, General Service; GL, Other level; PL, Principal level; RB, regular budget; USG, Under-Secretary-General; XB, extrabudgetary.

29C.3 The talent management information system, Inspira, will continue to be enhanced in support of human resources reform efforts in areas such as recruitment, learning management and performance management. Targeted outreach campaigns will be conducted with a view to achieving more equitable geographical representation of Member States and representation of women and to identifying high-quality candidates. The Department will continue to support the achievement of equitable geographical representation and to strengthen the integration of a gender perspective into the work of the Organization, in fulfilment of its leading role in implementing gender-sensitive policies.

29C.4 The Learning, Development and Human Resources Services Division will continue to provide guidance, advice and support on performance management, in particular on revisions to policies and processes; provide training and guidance user support on the revised ePerformance tool; and coordinate and facilitate the implementation of required performance management training to staff.

Overview of resources

29C.5 The overall level of resources proposed for the biennium 2018-2019 for this section amount to $69,340,100 before recosting, reflecting a net decrease of $948,200 (or 1.3 per cent) compared with the appropriation for 2016-2017. Resource changes result from two factors, namely: (a) technical adjustments with regard to reductions relating to the phased abolishment of posts in 2016-2017; and (b) other resource changes. The proposed level of resources provides for the full, efficient and effective implementation of mandates.

29C.6 The distribution of resources is reflected in tables 29C.3 to 29C.5.

Table 29C.3 **Financial resources by component**

(Thousands of United States dollars)

(1) *Regular budget*

				Resource changes								
		2014-2015 expenditure	*2016-2017 appropriation*	*Technical adjustment (non-recurrent, biennial provision of posts)*	*New and expanded mandates*	*Within and/or across sections*	*Office*	*Total*	*Percentage*	*Total before recosting*	*Recosting*	*2018-2019 estimate*
A	Executive direction and management	3 516.2	2 907.1	(33.7)	–	–	(162.4)	(196.1)	(6.7)	2 711.0	84.3	2 795.3
B	Programme of work											
	1 Policy	6 271.0	5 727.3	–	–	–	–	–	–	5 727.3	145.3	5 872.6
	2 Strategic planning and staffing	12 125.8	15 367.6	(26.8)	–	–	(272.3)	(299.1)	(1.9)	15 068.5	405.3	15 473.8
	3 Learning, development and human resources services	42 118.2	40 298.7	(482.0)	–	–	(394.6)	(876.6)	(2.2)	39 422.1	1291.6	40 713.7
	4 Medical services	4 897.9	5 987.6	–	–	–	423.6	423.6	7.1	6 411.2	185.7	6 596.9
	5 Human resources information systems	6 761.6	–	–	–	–	–	–	–	–	–	–
	Subtotal, B	**72 174.4**	**67 381.2**	**(508.8)**	**–**	**–**	**(243.3)**	**(752.1)**	**(1.1)**	**66 629.1**	**2 027.9**	**68 657.0**
	Subtotal, I	**75 690.6**	**70 288.3**	**(542.5)**	**–**	**–**	**(405.7)**	**(948.2)**	**(1.3)**	**69 340.1**	**2 112.2**	**71 452.3**

(2) *Other assessed*

	2014-2015 expenditure	2016-2017 estimate	2018-2019 estimate
A. Programme of work			
1. Policy	5 783.4	5 298.3	5 364.2
2. Strategic planning and staffing	2 160.9	3 109.6	3 878.2
3. Learning, development and human resources services	3 748.0	3 135.8	2 100.6
4. Medical services	4 453.2	3 918.3	4 009.0
Subtotal, 2	**16 145.5**	**15 462.0**	**15 352.0**

(3) *Extrabudgetary*

	2014-2015 expenditure	2016-2017 estimate	2018-2019 estimate
A. Programme of work			
1. Policy	2 713.4	2 723.5	2 730.1
2. Strategic planning and staffing	580.8	813.2	974.5
3. Learning, development and human resources services	1 107.0	1 499.1	1 509.9
4. Medical services	4 131.6	4 332.1	4 314.9
Subtotal, 3	**8 532.8**	**9 367.9**	**9 529.4**
Total	**100 368.9**	**95 118.2**	**96 333.7**

Table 29C.4 **Post resources**

	Established regular budget		Temporary: Regular budget		Temporary: Other assessed[a]		Temporary: Extrabudgetary[b]		Total	
Category	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019	2016-2017	2018-2019
Professional and higher										
ASG	1	1	–	–	–	–	–	–	1	1
D-2	3	3	–	–	–	–	–	–	3	3
D-1	5	5	–	–	–	–	–	–	5	5
P-5	15	16	–	–	2	2	1	1	18	19
P-4/3	36	37	2	2	22	22	5	5	65	66
P-2/1	13	13	–	–	1	1	2	2	16	16
Subtotal	**73**	**75**	**2**	**2**	**25**	**25**	**8**	**8**	**108**	**110**
General Service										
Principal level	8	8	–	–	1	1	5	5	14	14
Other level	63	62	2	2	17	17	6	6	88	87
Subtotal	**71**	**70**	**2**	**2**	**18**	**18**	**11**	**11**	**102**	**101**
Total	**144**	**145**	**4**	**4**	**43**	**43**	**19**	**19**	**210**	**211**

[a] Resource requirements financed exclusively from the support account for peacekeeping operations.

[b] 1 P-5, 3 P-4, 2 P-3, 2 P-2, 5 GS (PL) and 6 GS (OL) funded from extrabudgetary resources derived from programme support income received as reimbursement for support to extrabudgetary administrative structures; and 1 GS (OL) funded from support to extrabudgetary substantive activities.

Table 29C.5 **Distribution of resources by component**

(Percentage)

	Regular budget	*Other assessed*	*Extrabudgetary*
A. Executive direction and management	3.9	–	–
B. Programme of work			
1. Policy	8.3	34.9	28.7
2. Strategic planning and staffing	21.7	25.3	10.2
3. Learning, development and human resources services	56.9	13.7	15.8
4. Medical services	9.2	26.1	45.3
Subtotal, B	**96.1**	**100.0**	**100.0**
Total	**100.0**	**100.0**	**100.0**

Technical adjustments

29C.7 Resource changes totalling $542,500 reflect reductions relating to the phased abolishment of posts in 2016-2017.

Other changes

29C.8 Resource changes reflect a net reduction of $405,700 resulting from the following:

(a) Reductions totalling $405,700 made possible from efficiencies that the Office plans to bring about in the biennium 2018-2019. The proposed reduction is a result of the efforts of the Office to apply the anticipated Umoja efficiencies presented in the eighth progress report of the Secretary-General on the enterprise resource planning project (A/71/390) to individual day-to-day operations. The Umoja efficiencies set out in the eighth progress report were based on the Organization's experience with the system, anticipated future changes, including future roll-outs, a global review of end-to-end processes, the retirement of legacy systems and improvements in business process and planning capabilities. Efficiencies were expressed, among other things, as the dollar value of a full-time equivalent, where applicable. Further information on the approach is provided in the foreword and introduction of the proposed programme budget for the biennium 2018-2019. For the Office, this translates to post and non-post reductions of $405,700 that fall under executive direction and management ($162,400) and programme of work ($243,300), especially under components 2 and 3;

(b) Additional resources in the amount of $423,600 relating to the proposed establishment of two additional posts (1 P-5 and 1 P-4) under Component 4, Medical Services, to strengthen the Organization's occupational safety and health services, in line with the staff health and well-being initiatives presented by the Secretary-General in his report on an overview of human resources management reform: towards a global, dynamic, adaptable and engaged workforce for the United Nations (A/71/323).

Other assessed and extrabudgetary resources

29C.9 Regular budget resources would be complemented by resources, derived primarily from programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities, funds and programmes, as well as from the support account for peacekeeping operations and from substantive trust funds in support of various activities of the Office relating mainly to guidance and advice on the implementation of human resources policies and operational procedures. For the biennium 2018-2019, total additional resources to be received are estimated at $24,881,400, comprising: (a) programme support income received as reimbursement for services provided by the central administration to extrabudgetary activities, funds and programmes ($9,529,400), including for the continued funding of 19 posts (8 in the Professional category and 11 in the General Service category); (b) income from the Trust Fund to Promote Information to United Nations Staff about the Work of the Organization;

(c) income from the United Nations Memorial and Recognition Trust Fund; and (d) resources from the support account for peacekeeping operations ($15,352,000), including for the continued funding of 43 posts (25 in the Professional category and 18 in the General Service category).

Other information

29C.10 Pursuant to General Assembly resolution 58/269, resources identified for the conduct of self-monitoring and evaluation would amount to $317,900 (30.25 work-months), representing 25.25 work-months of staff in the Professional category and 5 work-months of staff in the General Service category, reflected under various divisions, services and sections. The Learning, Development and Human Resources Services Division continually assesses the usefulness of its training programmes and the levels of satisfaction of participants through questionnaires. Every two years, the Office conducts a Secretariat-wide survey, including all missions, in which staff rate the efficiency and quality of client services of the Human Resources Services Section. Performance measurement and monitoring of divisional training programmes, as well as human resources services, will continue and the primary self-assessment tool will be surveys completed by clients. The Office recently conducted a self-assessment on the overall training strategy, which highlighted several challenges and resulted in a refocusing of the learning and career support strategy.

A. Executive direction and management

Resource requirements (before recosting): $2,711,000

29C.11 The Assistant Secretary-General for Human Resources Management provides the Secretary-General, through the Under-Secretary-General for Management, with advice and support on all matters that relate to the direction and coordination of human resources management strategies, policies and programmes throughout the Secretariat. The Assistant Secretary-General represents the Secretary-General on matters pertaining to human resources management vis-à-vis representatives of Member and observer States at meetings of the Main Committees of the General Assembly, the Committee for Programme and Coordination, the Advisory Committee on Administrative and Budgetary Questions, the United Nations System Chief Executives Board for Coordination and its subsidiary bodies, and other intergovernmental bodies, international organizations, governmental and non-governmental organizations, the International Civil Service Commission and other programmes and organizations of the United Nations system, as well as the media, and represents management in the conduct of staff-management consultations, as envisaged in chapter VIII of the Staff Regulations and Rules of the United Nations.

29C.12 With respect to staff-management consultations and communications with staff worldwide, the Assistant Secretary-General continues to be the primary interlocutor with the staff consultation machinery on a worldwide basis. In addition, the immediate Office of the Assistant Secretary-General is responsible for communicating with staff at large through various means and for exchanging views with staff on various aspects of human resources management.

29C.13 During the biennium 2018-2019, the Office of the Assistant Secretary-General will continue to focus on the implementation of human resources reforms as set out in the relevant resolutions.

Table 29C.6 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To improve and enhance the development, implementation, application and coordination of human resources management strategies, policies and programmes throughout the Secretariat

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures	2016-2017	2014-2015	2012-2013	2010-2011
(a) Improved human resources management, taking into account the Organization's needs and those of staff, to enable it to meet the mandates of Member States	Continuous improvement in human resources policies, practices and programmes [number of improvements realized in the biennium]	Target	14	14	14	14
		Estimate		14	14	14
		Actual				22
(b) Programme of work is effectively managed	Timely delivery of outputs and services [percentage of outputs delivered within established deadlines]	Target	100	100	90	90
		Estimate		100	90	90
		Actual			90	85
(c) Timely submission of documentation needed for meetings of relevant intergovernmental bodies	Percentage of timely submission of documentation	Target	100			
		Estimate				
		Actual				
(d) Efficiencies achieved in travel costs for the Organization	Increased percentage of air tickets purchased at least two weeks before the commencement of travel	Target	100			
		Estimate				
		Actual				

Outputs

29C.14 During the biennium 2018-2019, the outputs to be delivered are reflected in table 29C.7.

Table 29C.7 **Categories of outputs and final outputs**

Output	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto (regular budget):	
General Assembly	
Substantive servicing of meetings	
1. Meetings and/or informal consultations of the Fifth Committee and the Committee for Programme and Coordination	1
2. Hearing of the Advisory Committee on Administrative and Budgetary Questions	1
Administrative support services (regular budget/extrabudgetary):	
Overall management	
5. Strategic guidance and management oversight concerning human resources management in the Secretariat, including the authorization and review of delegation of authority relating to human resources matters	1
6. Representation at and convening of meetings with human resources management professionals of the Secretariat, offices away from Headquarters and United Nations funds and programmes and specialized agencies on issues of common concern	1

29C.15 The distribution of resources for executive direction and management is reflected in table 29C.8.

Table 29C.8 **Resource requirements: executive direction and management**

	Resources (thousands of United States dollars)		Posts	
	2016-2017	2018-2019 (before recosting)	2016-2017	2018-2019
Regular budget				
Post	2 447.9	2 251.8	8	8
Non-post	459.2	459.2	–	–
Subtotal	**2 907.1**	**2 711.0**	**8**	**8**
Extrabudgetary	–	–	–	–
Total	**2 907.1**	**2 711.0**	**8**	**8**

29C.16 The amount of $2,711,000, reflecting a decrease of $196,100 compared with the appropriation for 2016-2017, would provide for the financing of seven posts (1 Assistant Secretary-General, 1 P-5, 1 P-4, 1 P-2 and 3 General Service (Other level)) and non-post requirements to support the implementation of mandates under the programme. Resource changes of $196,100 under posts reflect: (a) technical adjustments of $33,700 relating to the phased abolishment of posts in 2016-2017; and (b) the proposed abolishment of one post (General Service (Other level)) made possible from efficiencies that the programme plans to bring about in the biennium 2018-2019.

29C.17 Non-post requirements amounting to $459,200 would provide for other staff costs, travel of staff, general operating expenses, supplies and materials and furniture and equipment.

B. Programme of work

29C.18 The distribution of resources by component is reflected in table 29C.9.

Table 29C.9 **Resource requirements by component**

	Resources (thousands of United States dollars)		Posts	
	2016-2017	2018-2019 (before recosting)	2016-2017	2018-2019
Regular budget				
1. Policy	5 727.3	5 727.3	18	18
2. Strategic planning and staffing	15 367.6	15 068.5	47	47
3. Learning, development and human resources services	40 298.7	39 422.1	60	60
4. Medical services	5 987.6	6 411.2	15	17
Subtotal	**67 381.2**	**66 629.1**	**140**	**142**
Other assessed	15 462.0	15 352.0	43	43
Extrabudgetary	9 367.9	9 529.4	19	19
Total	**92 211.1**	**91 510.5**	**202**	**204**

Component 1
Policy

Resource requirements (before recosting): $5,727,300

29C.19 This component of subprogramme 3, Human resources management, of programme 25, Management and support services, is the responsibility of the Human Resources Policy Service of the Office of Human Resources Management. The programme of activities will be implemented in accordance with the strategy detailed under subprogramme 3, Human resources management, of programme 25, Management and support services of the report of the Secretary-General on consolidated changes to the biennial programme plan for the period 2018-2019.

29C.20 The component supports the ongoing reform efforts of the Secretary-General, as approved by the General Assembly in its resolutions 61/244, 63/250, 65/247, 67/255, 71/88, 71/263 and 71/264.

Table 29C.10 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enable the development of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity, giving due regard to geographic representation and gender balance and shaping an enabling organizational culture

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) To enable staff to successfully deliver the mandates of the Organization through improved and modernized human resources policies, programmes and services, including across the United Nations common system	(i) Improved level of satisfaction regarding advice and support provided on human resources policy issues [percentage]	Target	85			
		Estimate				
		Actual				
	(ii) Reduction in the time for processing of requests for classification [days]	Target	76.5			
		Estimate				
		Actual				
	(iii) Timely processing of appeals and disciplinary cases within statutory time limits [percentage response within the specified number of days]	Target	100			
		Estimate				
		Actual				
	(iv) Increase in the number of administrative issuances that harmonize policies and practices across the common system and take into consideration the performance measures of Umoja processes	Target	18	16		
		Estimate				
		Actual				
(b) Policies, processes and programmes that support organizational culture	Reduction in the number of appeals and disciplinary cases	Target	5			
		Estimate				
		Actual				

Outputs

29C.21 During the biennium 2018-2019, the outputs to be delivered are reflected in table 29C.11.

Table 29C.11 Categories of outputs and final outputs

Outputs	*Quantity*
Servicing of intergovernmental and expert bodies, including reports thereto (regular budget)	
General Assembly	
Substantive servicing of meetings:	
1. Formal meetings of the Fifth Committee	30
2. Informal consultations of the Fifth Committee	40
3. Hearings of the Advisory Committee on Administrative and Budgetary Questions	20
Parliamentary documentation:	
4. Reports of the Secretary-General on human resources policy issues	22
International Civil Service Commission	
Substantive servicing of meetings:	
Other substantive activities (regular budget/extrabudgetary)	18
Technical material:	
6. Administrative issuances, including Secretary-General's bulletins, administrative instructions and information circulars and revisions thereof	100
7. Promulgation of salary scales	7
8. Update and maintenance of the Human Resources Handbook	1
International cooperation and inter-agency coordination and liaison (regular budget/extrabudgetary)	
Substantive servicing of inter-agency meetings:	
9. Meetings of the Chief Executives Board for Coordination Human Resources Network	26
Administrative support services (regular budget, other assessed and extrabudgetary)	
Human resources management	
Human resources policy advisory services	
10. Expert advice to senior management of the Secretariat on the implementation of human resources-related rules and policies	10
11. Expert advice and interpretative guidance on the Staff Regulations of the United Nations and Staff Rules and other human resources-related policies to managers and staff, including to other organizations of the United Nations common system, in particular to the United Nations funds and programmes that are governed by the Staff Regulations of the United Nations	450
Comprehensive review of human resources-related legislative and policy framework to streamline, consolidate and simplify:	
12. Active administrative issuances	300
13. Active information circulars	150
14. Active guidelines	50
15. Development and implementation of new human resources policies and procedures to carry forward the work/life initiatives, with special attention to family and gender issues	8
Administration of justice-related matters	
16. Representation of the Secretary-General's position in cases brought by Secretariat staff at the first instance level in the internal justice system (United Nations Dispute Tribunal) (number of cases)	250
17. Expert legal advice on cases of alleged misconduct referred to the Office of Human Resources Management for appropriate action (number of cases)	250
18. Expert legal advice on internal justice matters to senior management at Headquarters and in offices away from Headquarters, as well as to the Department of Field Support and field missions (number of instances)	50

Outputs	*Quantity*
Common system, compensation and inter-agency policy	
19. Policies and procedures regarding salaries, pensions, allowances and other entitlements within the Organization and coordination of such policies and procedures with other organizations of the common system	20
20. Monitoring of implementation of policy instructions and guidelines relating to allowances and the dissemination of information relating to salaries, allowances and other entitlements	9
21. Survey on salaries for 170 duty stations	
22. Training workshops on the non-Headquarters salary survey methodology and on job classification (number of training workshops)	2
23. Report on the reviews of conditions of service of ungraded, high-level officials of the United Nations other than Secretariat officials	1
24. Processing requests for the classification and review of job descriptions (number of requests)	850
25. Advice on job design, organizational structures and job classification policy	850
26. Establish classification appeals committees for which Secretariat support services will be provided	30
27. Develop new generic job profiles and/or standard job descriptions, as required	1

29C.22 The distribution of resources for component 1 is reflected in table 29C.12.

Table 29C.12 **Resource requirements: component 1**

	Resources (thousands of United States dollars)		*Posts*	
	2018-2017	*2018-2019 (before recosting)*	*2018-2017*	*2018-2019*
Regular budget				
Post	5 158.3	5 158.3	18	18
Non-post	569.0	569.0	–	–
Subtotal	**5 727.3**	**5 727.3**	**18**	**18**
Other assessed	5 298.3	5 364.2	16	16
Extrabudgetary	2 723.5	2 730.1	7	7
Total	**13 749.1**	**13 821.6**	**41**	**41**

29C.23 The amount of $5,727,300, would provide for the financing of 18 posts (1 D-1, 4 P-5, 2 P-4, 4 P-3, 1 P-2, 2 General Service (Principal level) and 4 General Service (Other level)) and non-post requirements to support the implementation of mandates under the programme.

29C.24 Non-post requirements amounting to $569,000 would provide for other staff costs, consultants, travel of staff, general operating expenses and supplies and materials.

29C.25 During the biennium 2018-2019, the projected other assessed and extrabudgetary resources, amounting to $8,094,300, would complement resources under the programme budget.

Component 2
Strategic planning and staffing

Resource requirements (before recosting): $15,068,500

29C.26 This component of subprogramme 3 is the responsibility of the Strategic Planning and Staffing Division of the Office. The programme of activities will be implemented in accordance with the strategy detailed under subprogramme 3, Human resources management, of programme 25,

Management and support services, of the report of the Secretary-General on consolidated changes to the biennial programme plan for the period 2018-2019.

29C.27 The component supports the ongoing reform efforts of the Secretary-General aimed at the development of a global, dynamic and adaptable workforce, as guided by the General Assembly in its resolutions 61/244, 63/250, 65/247, 67/255, 68/265 and 71/263.

Table 29C.13 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To enable the development of a competent, diverse, adaptable and healthy workforce with the highest standards of efficiency, competence and integrity, giving due regard to geographic representation and gender balance and shaping an enabling organizational culture

			Performance measures			
Expected accomplishments of the Secretariat	*Indicators of achievement*		*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Improved recruitment, placement and promotion of the best qualified and competent staff, as well as facilitation of greater geographical representation and gender balance of staff	(i) Increased percentage of candidates selected from unrepresented and underrepresented Member States against posts subject to the system of geographical ranges [increase in the percentage]	Target	6	5		
		Estimate		2		
		Actual				
	(ii) Increased placement of candidates successful in the young professionals programme examination from unrepresented and underrepresented Member States to P-1 and P-2 positions in the Secretariat [percentage placement of successful candidates from unrepresented and underrepresented Member States]	Target	80	86	90	
		Estimate		80	85	85
		Actual			81	86
	(iii) Reduction in the average number of days between the date vacancy announcements are posted and the date candidates are selected for positions in job networks that are not yet affected by the managed mobility system [number of days]	Target	180	180	180	120
		Estimate		185	185	190
		Actual			190	183
	(iv) Increased percentage of women staff in the regular budget posts in the Professional and higher categories [increase in the percentage]	Target	2	2	2	
		Estimate		2	2	2
		Actual			1	2
	(v) An increase in the percentage of senior managers with geographic mobility [increase in the percentage]	Target	10			
		Estimate				
		Actual				
	(vi) An increase in the proportion of staff in family duty stations appointed from non-family duty stations [increase number of staff]	Target	10			
		Estimate				
		Actual				
	(vii) An increase in the proportion of staff in non-family duty stations appointed from family duty stations [increase number of staff]	Target	10			
		Estimate				
		Actual				

Expected accomplishments of the Secretariat	Indicators of achievement		Performance measures 2018-2019	2016-2017	2014-2015	2012-2013
	(viii) Increased percentage of selected candidates with language skills, as appropriate [increase in the percentage]	Target	5			
		Estimate				
		Actual				
(b) To enable staff to successfully deliver the mandates of the Organization through the delivery of human resources programmes and services	Member States and all entities have access to dynamic online reports on human resources data and information in a consolidated and integrated platform [percentage of reports available online]	Target	100	100	100	
		Estimate		100	100	
		Actual			100	100
(c) Policies, processes and programmes that support organizational culture	Increase the number of entities achieving the human resources targets set out in the strategic indicators in the human resources management scorecard	Target	100			
		Estimate				
		Actual				

Outputs

29C.28 During the biennium 2018-2019, the outputs to be delivered are reflected in table 29C.14.

Table 29C.14 **Categories of outputs and final outputs**

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto (regular budget)	
General Assembly	
Substantive servicing of meetings:	
1. Formal meetings of the Fifth Committee	30
2. Informal consultations of the Fifth Committee	40
3. Hearings of the Advisory Committee on Administrative and Budgetary Questions	20
Parliamentary documentation:	
4. Reports of the Secretary-General on human resources management reform and other aspects of the use of human resources	6
Administrative support services (regular budget, other assessed and extrabudgetary)	
Human resources management	
Planning, monitoring and reporting	
5. Human resources management scorecard reporting for entities, including to the Management Performance Board and Management Committee (number of entities)	80
6. Guidance to entities on the exercise of delegated authority for human resources management (number of entities)	80
7. Online reports for Member States and programme managers in entities on human resources information, including user support for users in the permanent missions and entities (number of Member States/entities)	273
8. Ad hoc reports for Member States and programme managers in entities on human resources information, including in response to requests from Member States and programme managers (number of Member States/entities)	273
Staff selection	
9. Establishment of network staffing teams for job networks (number of job networks)	4
10. Establishment of and support for job network boards for job networks (number of job networks)	6
11. Establishment of and support for special constraints panel members for job networks (number of job networks)	6

Outputs	*Quantity*
12. Communications, training (webinars, briefings, town halls, departmental meetings, etc.), and media-related activities to sensitive network clients and staff members of the new staff selection and managed mobility system	218
13. Workforce planning for job networks as part of the mobility framework (number of job networks)	6
14. Advertisement of job openings, management and expert advice on the conduct of staff selection processes for posts/positions in the Professional and higher categories and General Service and related categories that are not subject to the new staff selection and managed mobility system (number of job openings)	1 000
15. Administrative support for temporary job openings for posts/positions in the Professional and higher categories and the General Service and related categories – Headquarters (number of job openings)	2 700
16. Semi-annual compendiums consisting of posts/positions subject to reassignment and opt-in positions under the mobility framework	20
Development, administration and reporting of examinations, selection or certification tests, including guidance and quality assurance for exam creation, screening of applications, global delivery of written and oral examinations, evaluation of candidates, analysis and reporting of results, for:	
17. Young Professional Programme for posts at the P-1 and P-2 levels (number of applicants per job family)	2 000
18. Language competitive examinations for posts at the P-2, P-3 and senior General Service levels requiring special language competence (number of applicants per examination)	3 000
19. Proficiency examinations, such as the language proficiency examination (number of applicants per proficiency examination)	2 000
20. General Services level and Professional and higher category posts (number of test takers)	5 000
21. Positions in the Trades and Crafts category and for Security Officers and other positions in the General Services and related categories, as required (number of examinations or selection tests)	6
22. Development, implementation and improvement of digital testing and assessments tools for recruitment to posts in the General Service and related categories and the Professional and higher categories (number of tools)	3
23. Perform background screening for verification of academic qualifications and employment history relating to the selection and onboarding of candidates from the rosters for language and related positions	80
24. Secretariat servicing of the central review bodies at Headquarters and regional commissions and of the Global Central Review Board in the review of cases under the current and new staff selection systems	1 420
25. Training and consultation sessions for members of central review bodies and the Global Central Review Board	26
26. Review, determine step-in grade and issue offers for newly recruited external candidates in the General Service and related categories at Headquarters and for support staff for the United Nations information centres (number of external candidates and support staff of United Nations information centres)	350
27. Management of the placement of Young Professionals Programme candidates and their reassignments	300
28. Background screening for verification of academic qualifications and employment history of external candidates (number of external candidates)	350
29. Requests for review and recommendations on requests for the designation of staff members performing significant functions in the management of human resources and/or administrative functions for all Secretariat entities	200
30. Bimonthly training sessions on the staff selection system for staff and managers	12
31. Strategic meetings with client departments and offices to advise on vacancy management strategies	6
32. Number of recruitment policies and/or procedures developed and/or refined to meet the evolving needs of the Organization	18
33. Update and maintenance of information technology support systems and tools, including the deployment of new modules and configurations for recruitment, placement, reassignment and promotion, and streamlining and improvement of corresponding procedures and processes	95

Outputs	*Quantity*
Outreach	
34. Identification of qualified candidates, with particular attention to improving the geographical representation and gender balance	300
35. Development of outreach and sourcing plans, including participation in job fairs and the development of ongoing arrangements with external candidate providers and networks, such as continuous contact with governmental entities, academic institutions, non-governmental organizations and United Nations entities (number of job networks)	6
36. Targeted outreach missions to identify prospective candidates for recruitment, with particular attention to improving geographical representation and gender balance	8
37. Management of the internship programme and expert advice and decisions on policies and processes relating to the engagement of interns (number of times that advice was requested and provided)	200

29C.29 The distribution of resources for component 2 is reflected in table 29C.15.

Table 29C.15 **Resource requirements: component 2**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	12 132.3	12 105.5	47	47
Non-post	3 235.3	2 963.0	–	–
Subtotal	**15 367.6**	**15 068.5**	**47**	**47**
Other assessed	3 109.6	3 878.2	7	7
Extrabudgetary	813.2	974.5	–	–
Total	**19 290.4**	**19 921.2**	**54**	**54**

29C.30 The amount of $15,068,500, reflecting a decrease of $299,100 compared with the appropriation for 2016-2017, would provide for the continuation of 47 posts (1 D-2, 2 D-1, 4 P-5, 7 P-4, 5 P-3, 6 P-2, 2 General Services (Principal level) and 20 General Service (Other level)), including one temporary General Service (Other level) and non-post requirements to support the implementation of mandates under the programme. The reduction of $26,800 under posts reflect technical adjustments relating to the phased abolishment of posts in 2016-2017.

29C.31 Non-post requirements amounting to $2,963,000 would provide for other staff costs, consultants, travel of staff, contractual services, general operating expenses, supplies and materials and furniture and equipment. Resource changes reflect a reduction of $272,300 under contractual services made possible from efficiencies that the programme plans to bring about in the biennium 2018-2019.

29C.32 During the biennium 2018-2019, the projected other assessed and extrabudgetary resources amounting to $4,852,700 would complement resources under the programme budget. The increase in resources is due mainly to the redeployment of resources from component 3 and consultancy services to support the ongoing development of the Inspira performance management system and the human resources portal systems.

Component 3
Learning, development and human resources services

Resource requirements (before recosting): $39,422,100

29C.33 This component of subprogramme 3 is the responsibility of the Learning, Development and Human Resources Services Division of the Office of Human Resources Management. The programme of activities will be implemented in accordance with the strategy detailed under subprogramme 3, Human resources management, of programme 25, Management and support services, of the report of the Secretary-General on consolidated changes to the biennial programme plan for the period 2018-2019.

29C.34 The Division will focus on developing the current and future human resources of the Organization by providing effective human resources management services and strengthening the integration of the core and managerial competencies into all human resources systems.

Table 29C.16 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: To promote organizational culture change in the Secretariat in order to address new requirements and needs

Expected accomplishments of the Secretariat	*Indicators of achievement*	*Performance measures*	*2018-2019*	*2016-2017*	*2014-2015*	*2012-2013*
(a) Enhanced attraction, development and retention of staff members who can execute organizational mandates	(i) Increased percentage of staff members who are satisfied with the quality and relevance of learning and career support tools and programmes, including language-learning opportunities [increase in the percentage]	Target Estimate Actual	80			
	(ii) Increased percentage of staff who indicate that performance is recognized as important in their work and is evaluated fairly [increase in the percentage]	Target Estimate Actual	2			
(b) To enable staff to successfully deliver the mandates of the Organization through the delivery of human resources programmes and services	(i) Increase in the average number of learning and career support activities undertaken by individual staff members [increase in the number of staff]	Target Estimate Actual	2.6			
	(ii) Increase in the number of language learners who reach proficiency in an official language of the United Nations other than their principal working language [increase in the number of staff]	Target Estimate Actual	1 100			
	(iii) Increased percentage of representatives of departments and offices expressing satisfaction with advice and support provided by the Human Resources Service [increase in the percentage]	Target Estimate Actual	75			

Expected accomplishments of the Secretariat	Indicators of achievement	Performance measures	2018-2019	2016-2017	2014-2015	2012-2013
	(iv) Increased number of staff members on the roster for family focal points/call centre volunteers	Target	500	450	250	
		Estimate		500	250	120
		Actual			511	120
	(v) Increased number of staff trained for emergency preparedness	Target	400			
		Estimate				
		Actual				
(c) Policies, processes and programmes that support organizational culture	Increased proportion of staff who indicate that they understand, recognize and agree with and support the vision and mandate of the Organization [increase in the number of staff]	Target				
		Estimate				
		Actual				

Outputs

29C.35 During the biennium 2018-2019, the outputs to be delivered are reflected in table 29C.17.

Table 29C.17 **Categories of outputs and final outputs**

Outputs	Quantity
Servicing of intergovernmental and expert bodies, including reports thereto (regular budget)	
General Assembly	
Substantive servicing of meetings:	
1. Formal meetings of the Fifth Committee	30
2. Informal consultations of Fifth Committee	40
3. Hearings of the Advisory Committee on Administrative and Budgetary Questions	20
Parliamentary documentation:	
4. Report of the Secretary-General on the overview of human resources management reform: towards a global, dynamic, adaptable and engaged workforce for the United Nations	1
Administrative support services (regular budget, other assessed and extrabudgetary)	
Human resources management	
Learning and career development	
5. Leadership, management and organizational development: an integrated series of learning programmes and tools will be offered Secretariat-wide to build and sustain the leadership and managerial capacity of the Organization at all levels to promote a responsive, results-oriented culture that supports continuous learning, high performance, creativity and managerial excellence. This includes a staff engagement survey, management and leadership development programmes, support for organizational development and team-building and change management support and performance management	40 000
6. Professional skills: a series of programmes and approaches will be offered to strengthen the ability of staff members to deliver the organizational mandates and develop their professional skills. This includes mandatory programmes, information and communications technology, communication and diversity and the provision of an online learning platform to support staff	30 000
7. Human and financial resources: a series of programmes to support and strengthen programme managers and staff with administrative responsibilities in delivering their mandates and in understanding the various human resources, financial, procurement and auditing processes. The programmes include developing learning on recruitment, Umoja and budgeting, procurement and auditing processes	4 000

Outputs	Quantity
8. Language and communication programmes: in accordance with General Assembly resolutions 2480 B (XXIII), 43/224 D and 50/11, the Organization provides language training in the six official languages of the United Nations. Programmes are aimed at promoting multilingualism by building and strengthening cross-cultural understanding	10 000
9. Substantive skills development and career support: programmes will be offered to support career development, including in the context of the Organization's mobility policy for staff at all levels in all duty stations, and to provide opportunities for staff to update and upgrade substantive skills. The programmes will include sabbatical leave, the Academic Council of the United Nations System, career support, mobility support, the United Nations Global Induction Platform and Young Professionals Programme orientation	19 000
Organizational health and well-being training	
10. Evidence-based resilience-building training and wellness training sessions	40
11. Mobility training series for staff and managers, including its development and delivery, to facilitate staff movement, in line with the new policy implementation	10
12. Training on mental health and wellness, including its development, for health-care providers of staff (medical officers, nurses) in the field to assist in improving patient care and health risk assessments	12
13. Psychological first aid training for staff at large to assure safe and appropriate response readiness in emergencies	12
Global advice on and support for human resources administration	
14. Expert advice and functional/substantive assistance to the United Nations Secretariat globally on all aspects of human resources management and staff administration (number of instances)	28 000
15. Proposals for streamlined workflows, best practices and enhancements, as well as participation in testing of new functions of Umoja, for human resources administration	19
16. New and revised job aids on administration of personnel in Umoja	14
17. New and revised release notes on administration of personnel in Umoja	25
18. Train-the-trainer sessions on administration of personnel	2
19. Umoja production support to ensure that technical and procedural issues are resolved or escalated on a timely basis	1
20. Coordination of various human resources-related issues with permanent missions, including secondment and personal status	1
21. Review and processing of exceptions to Staff Regulations of the United Nations and Staff Rules	150
22. Review and conversion of fixed-term appointments to continuing appointments	1 000
Human resources services	
23. Expert advice and assistance to executive and administrative offices and staff in New York on all aspects of human resources management and staff administration (number of instances)	60 000
24. Coordination with other United Nations agencies, funds and programmes on staff movement, including secondment, transfer and loan arrangement	1
Administration of Headquarters staff for:	
25. Appointments	2 000
26. Renewal of appointments	4 000
27. Movement of staff within the Organization	950
28. Separations/terminations (including agreed termination and disability)	2 000
Administration of benefits and entitlements of staff members:	
29. Education grants	2 500
30. Dependency status	1 700
31. Induction programme of new staff members on initial appointment to advise on conditions of service, entitlement, rights and obligations under the Staff Regulations of the United Nations and Staff Rules	1 000
32. Administration and management of contracts for consultants and individual contractors	1 500

Outputs	*Quantity*
33. Maintenance of official status files of staff at Headquarters	1
Emergency preparedness and support	
34. Guidelines for emergency preparedness and reference materials for staff, survivors and families	2
Training of staff members on:	
35. Emergency preparedness	400
36. Serving as family focal points and call centre volunteers to respond to mass casualty incidents	200
37. Senior manager roles in the response to critical incidents	50
Update and maintenance of:	
38. Centralized roster of first responders	1
39. Information communications tools to provide staff and families with the most recent information relating to critical incidents	4
40. Policies that affect survivors and families, in collaboration with other Secretariat and inter-agency groups	3

29C.36 The distribution of resources for component 3 is reflected in table 29C.18.

Table 29C.18 **Resource requirements: component 3**

	Resources (thousands of United States dollars)		*Posts*	
	2016-2017	*2018-2019 (before recosting)*	*2016-2017*	*2018-2019*
Regular budget				
Post	15 085.0	14 603.0	60	60
Non-post	25 213.7	24 819.1	–	–
Subtotal	**40 298.7**	**39 422.1**	**60**	**60**
Other assessed	3 135.8	2 100.6	7	7
Extrabudgetary	1 499.1	1 509.9	1	1
Total	**44 933.6**	**43 032.6**	**68**	**68**

29C.37 The amount of $39,422,100, reflecting a decrease of $876,600 compared with the appropriation for 2016-2017, would provide for the financing of 60 posts (1 D-2, 1 D-1, 5 P-5, 7 P-4, 7 P-3, 5 P-2, 4 General Service (Principal level) and 29 General Service (Other level)), including 3 temporary posts (2 P-4 and 1 General Service (Other level)), and non-post requirements to support the implementation of mandates under the programme. Resource changes of $482,000 under posts reflect technical adjustments relating to the phased abolishment of posts in 2016-2017.

29C.38 Non-post requirements amounting to $24,819,100 would provide for other staff costs, travel of staff, contractual services, including training resources for staff development and training programmes, and other general operating requirements. The resource change reflects the reduction of $394,600 under other staff costs and contractual services made possible from efficiencies that the programme plans to bring about in the biennium 2018-2019.

29C.39 During the biennium 2018-2019, the projected other assessed and extrabudgetary resources amounting to $3,610,500 would complement resources under the programme budget. The reduction in other assessed is due mainly to the redeployment of resources in component 2.

Component 4
Medical services

Resource requirements (before recosting): $6,411,200

29C.40 This component of subprogramme 3 is the responsibility of the Medical Services Division of the Office. The programme of activities will be implemented in accordance with the strategy detailed under subprogramme 3, Human resources management, of programme 25, Management and support services, of the report of the Secretary-General on consolidated changes to the biennial programme plan for the period 2018-2019.

29C.41 The Medical Services Division has developed a strategic plan with three objectives: a reduction in preventable harm, a reduction in health-related costs and improvements in client satisfaction. The Division provides on-site occupational health services in New York and delivers services to more than 100 locations worldwide. The Division will focus on providing and improving access to occupational health services for staff in all locations.

Table 29C.19 **Objectives for the biennium, expected accomplishments, indicators of achievement and performance measures**

Objective of the Organization: Reduction of health care-related risks to the United Nations and its staff

Expected accomplishments of the Secretariat	*Indicators of achievement*		*Performance measures*			
			2018-2019	*2016-2017*	*2014-2015*	*2012-2013*
(a) Policies, processes and programmes that support organizational culture	(i) Reduction in the number of work-related incidents that result in illness or injury [incidents per 100,000 staff per annum]	Target	2 000	2 400		
		Estimate		2 400		
		Actual			650	
	(ii) Reduction in the number of sick leave days owing to work-related incidents [number of sick days per 100 staff per annum]	Target	7 500	10 000		
		Estimate		10 000	2 600	
		Actual			2 600	
	(iii) Increase in the number of duty stations that have an approved medical component in their mass casualty plans [number of duty stations]	Target	21	18	12	
		Estimate		12	12	6
		Actual			6	1
	(iv) Reduction in the number of sick leave days owing to illness or injury [number of days of sick leave per staff member per annum]	Target	7.4	7.4	7.5	
		Estimate		7.5	7.5	
		Actual		7.5	7.6	7.6
	(v) Reduction in the number of medical evacuations [number of medical evacuations per 1,000 staff members per annum]	Target	20.0	5.0	7.0	
		Estimate		23.0	7.0	
		Actual			26.5	9.9
(b) Improved quality of United Nations health-care services	(i) Improved level of satisfaction expressed by clients [percentage]	Target	95	95	95	95
		Estimate		95	5	95
		Actual			94.75	95
	(ii) Improved level of satisfaction expressed by field medical staff regarding advice and support by the Medical Services Division [percentage]	Target	95	95	92	
		Estimate		95	91	
		Actual			87	

Outputs

29C.42 During the biennium 2018-2019, the outputs to be delivered are reflected in table 29C.20.

Table 29C.20 **Categories of outputs and final outputs**

Output	Quantity
Administrative support services (regular budget, other assessed and extrabudgetary)	
Human resources management	
Occupational health service	
1. Occupational health consultation by medical officers	400
2. Occupational health consultations by nurses	25 000
3. Administration of immunizations	12 500
4. Review of occupational safety health incident reports	50
5. Return-to-work programme recommendations for staff members after their prolonged sick leave	20
6. Organizing of health awareness and promotion campaigns and programmes (e.g., blood drive, blood pressure monitoring, breast cancer walk, ergonomic assessments and presentations, monthly vaccine reminders, immunizations for travel, influenza vaccine, travel advisory, new staff orientation, smoking cessation and mental health awareness)	14 000
7. Mental health and psychological consultations	300
Medico-administrative services	
8. Issuance of medical clearances for the recruitment, reassignment and travel of staff members	22 000
9. Expert advice on "special medical constraint" cases provided to job networks under the mobility framework (number of instances)	20
10. Approval of and expert advice on medical evacuations to the field missions	500
11. Evaluation and certification of sick leave for staff	6 600
12. Expert recommendations on cases of work-related injury/illness/death to the Advisory Board on Compensation Claims and to the Department of Field Support on compensation for uniformed personnel	180
13. On-site assessment of local medical facilities and regional medical evacuation centres	12
14. Review of and expert advice on medical aspects of hardship classifications of duty stations for the International Civil Service Commission	400
15. Technical clearance of applications of civilian and military medical personnel for field positions	500
16. Assessment and advisory visits in support of medical capability of troop-contributing countries	4
17. Organization of meetings of chief medical officers and force medical officers on the implementation of health-care reforms	2
18. Online webinar training sessions and meetings for field medical personnel on continuing medical education	20
19. Global town halls for United Nations medical personnel on various health-care matters	4
Business continuity, public health and medical emergency preparedness	
20. Policies, standard operating procedures, guidelines and technical resources on public health, infectious diseases and mass casualty incident preparedness for United Nations personnel	4
21. Review and approval of mass casualty plans	6
22. Update and maintenance of the occupational health information management system, EarthMed	6

29C.43 The distribution of resources for component 4 is reflected in table 29C.21.

Table 29C.21 **Resource requirements: component 4**

	Resources (thousands of United States dollars)		Posts	
	2016-2017	2018-2019 (before recosting)	2016-2017	2018-2019
Regular budget				
Post	3 963.7	4 387.3	15	17
Non-post	2 023.9	2 023.9	–	–
Subtotal	**5 987.6**	**6 411.2**	**15**	**17**
Other assessed	3 918.3	4 009.0	13	13
Extrabudgetary	4 332.1	4 314.9	11	11
Total	**14 238.0**	**14 735.1**	**39**	**41**

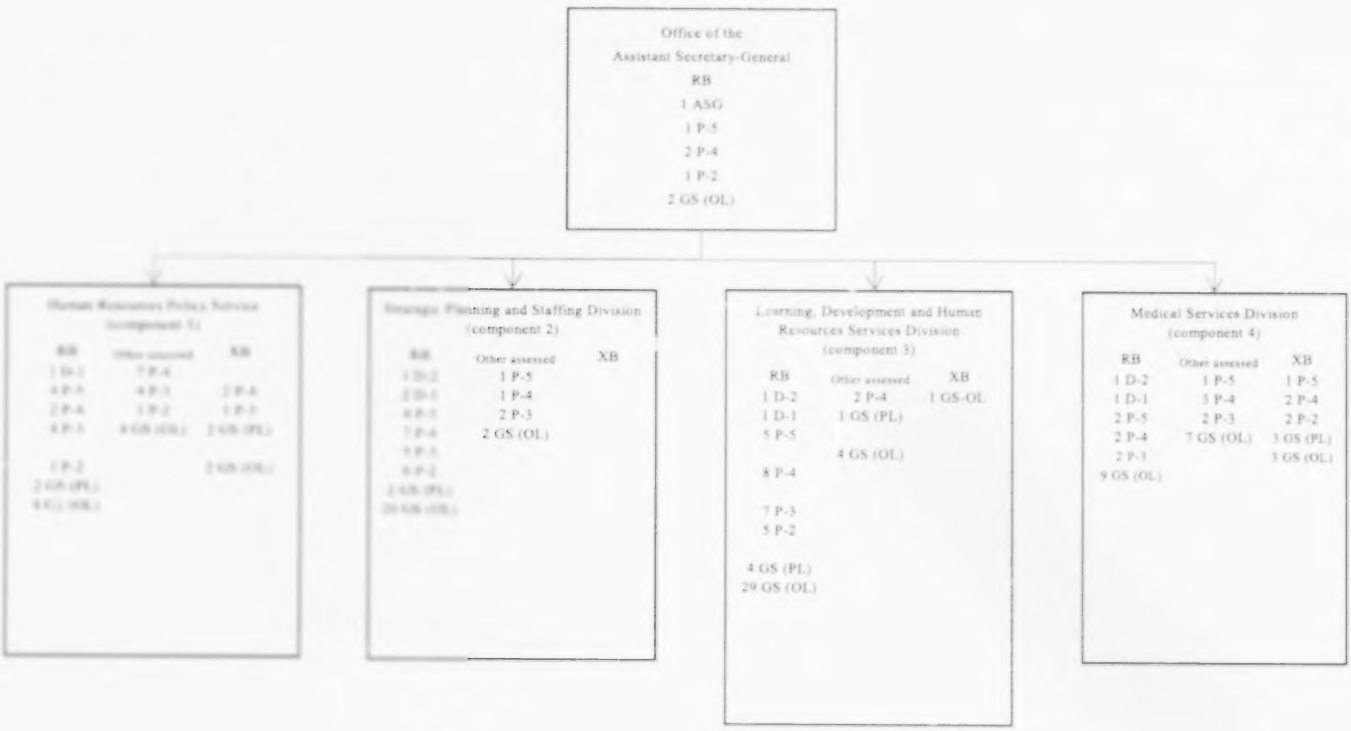
29C.44 The amount of $6,411,200, reflecting an increase of $423,600 compared with the appropriation for 2016-2017, would provide for the financing of 17 posts (1 D-2, 1 D-1, 2 P-5, 2 P-4, 2 P-3 and 9 General Service (Other level)) and non-post requirements to support the implementation of mandates under the programme. The increase of $423,600 under posts reflect the proposed establishment of two additional posts (a Mental Health Officer (P-5) and a Medical Officer (P-4)) in the Medical Services Division in New York to strengthen the Organization's occupational health and safety services, in line with the staff health and well-being initiatives presented by the Secretary-General in his report on the overview of human resources management reform: towards a global, dynamic, adaptable and engaged workforce for the United Nations (A/71/323).

29C.45 Non-post requirements amounting to $2,023,900 would provide for other staff costs, travel of staff, contractual services and various other operating requirements.

29C.46 During the biennium 2018-2019, projected other assessed and extrabudgetary resources amounting to $8,323,900 would complement resources under the programme budget.

Annex I

Organizational structure and post distribution for the biennium 2018-2019



Annex II

Summary of follow-up action taken to implement relevant recommendations of the oversight bodies

Brief description of the recommendation	*Action taken to implement the recommendation*
Advisory Committee on Administrative and Budgetary Questions (A/70/7)	
The Advisory Committee would have expected the Office to lead by example and strive to achieve corporate targets, given that it is responsible for setting and monitoring the achievement of human resources management targets in alignment with General Assembly mandates and priorities across the Organization (para. VIII.64).	The target of 180 days from the issuance of a vacancy announcement to a selection decision under indicator of achievement (a) (iii) as part of component 2, Strategic planning and staffing, is not a target for the Office but is a target for the entire Secretariat.
The Advisory Committee trusts that the Secretary-General will keep track of all financial resources used for the implementation of the new mobility framework in 2016 and 2017, in accordance with General Assembly resolution 68/265 (para. VIII.71 (b)).	All financial resources used for the implementation of a new mobility framework are tracked.
Board of Auditors (A/71/5 (Vol. I), chap. II)	
The Board recommends that the Office of Human Resources Management strengthen its performance monitoring mechanisms, including re-establishing the Performance Review Group as proposed, to improve the performance of entities that did not achieve targets on staff recruitment times, vacancy rates and completion of performance appraisals (para. 166).	The Office of Human Resources Management will re-establish the Performance Review Group, as recommended by the Board.
The Board recommends that the Administration develop indicators for the handling of disciplinary cases. These indicators should cover: (a) the proportion of referrals that lead to a case being initiated; (b) the length of time between referral and case initiation; (c) overall case durations; and (d) case outcomes. The indicators should be used to support improvements in the processes for referring and handling cases (para. 169).	The Department of Management, in coordination with other relevant departments and offices of the Secretariat, will develop the relevant indicators for the handling of disciplinary cases.
The Board recommends that outreach services specifically cover unrepresented countries and underrepresented countries to increase the number of selections from these locations (para. 179).	The outreach activities of the Office of Human Resources Management specifically target unrepresented and underrepresented Member States. Within limited resources, only some of those countries can be visited. There is thus also a need to visit "multiplier countries" where many persons from various unrepresented and underrepresented countries live and study. Placement of the candidates on the roster of the Young Professionals Programme depends on the availability of posts at the P-1 and P-2 levels for a given period. In consultation with departments and offices, the Office will place a number of candidates on the roster.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board recommends that the Office of Human Resources Management: (a) analyse the additional capabilities required of Umoja to better implement the mobility framework, incorporating features such as the capture of baseline data on movements, even when there is no change in duty station, the capture of the vacancy rate by job network, enhanced tracking of expenditure and the putting in place of checks and validations to ensure that the recording of information by all entities is consistent, within a definite time frame; and (b) monitor the trend of movements between duty station categories and try to increase movement between different categories to better realize the organizational goals linked with mobility (para. 186).	Although staff members are encouraged to express interest in at least one position located in a different duty station with a different classification from their current official duty station, the final placement recommendation is made by the job network board or the Senior Review Board and approved by either the Assistant Secretary-General for Human Resources Management or the Secretary-General. The job network board will therefore consider the human resources organizational priorities, such as the goal to increase the number of movements between duty stations, in its recommendations. In an effort to strengthen staff members in planning their careers to consider all types of options for mobility and various career paths, especially to other locations, the Office of Human Resources Management will strengthen its career support services specifically for this pool of participating staff members in the managed mobility exercise.
The Board recommends that the Learning, Development and Human Resources Services Division: (a) consider more focused inputs while preparing the budget to ensure better compliance in terms of achievement of targets; (b) identify causes for underachievement and take suitable corrective action to ensure achievement of targets for all objectives and outputs specified in the programme budget; (c) make efforts to increase the sample sizes for surveys to obtain feedback and implement the standardized surveys early, which will generate more reliable data to support conclusions therefrom; (d) put in place a mechanism to evaluate the impact of services offered and of the underachievement of targets; and (e) ensure that performance on all parameters set out in the programme budget are measured, documented and reported upon (para. 198). (A/70/5 (Vol. I), chap. II)	The identification of underachievement, corrective action and the evaluation of the impact of services offered will take place after the completion of the budget cycle. The implementation of this recommendation will therefore take some time.
The Board reiterates its previous recommendation and encourages the Secretariat to expedite work on developing workforce planning as a matter of urgency (para. 74).	Following the pilot project in the Medical Services Division, a workforce planning user guide was developed and piloted in field operations. The Department of Field Support also launched an online workforce planning training programme to build capacity for implementation of the new methodology. Multiple field operations, including the United Nations Interim Force in Lebanon and the Regional Service Centre in Entebbe, Uganda, have undertaken workforce planning pilot projects consistent with the new methodology. The next steps are: (a) to mainstream workforce planning into each entity; (b) to implement a workforce planning approach for mobility; and (c) to integrate workforce planning with

Brief description of the recommendation	*Action taken to implement the recommendation*
	the budget process and other talent management processes. Monitoring mechanisms will also be established at the global and entity levels, as appropriate.
The Board recommended that the Office of Human Resources Management monitor the implementation of the Secretary-General's bulletin on employment and accessibility for staff members with disabilities in the United Nations Secretariat (ST/SGB/2014/3) (para. 92).	The Third Committee will consider the report of the Secretary-General on this subject (A/71/344) during the seventy-first session of the General Assembly. The relevant administrative instruction will be prepared after the issuance of the related General Assembly resolution.
(A/69/5 (Vol. I), chap. II)	
The Board recommended that the Administration develop a medium- to long-term strategic workforce strategy and operational workforce plans. These should be informed by a review of the Organization's strategy that identifies any gaps in headcount, grades, knowledge and skills (para. 164).	Although workforce planning should be undertaken in the context of the Organization's strategy, there is no single Secretariat-wide strategy, but rather individual "strategies" in each department, office and mission, consistent with the concept of entity-level mandates, strategic frameworks, budgets and staffing tables. It would be difficult to develop one comprehensive Secretariat-wide workforce plan. It is the view of the Administration that each entity should undertake its own workforce planning process as part of the strategic planning, led by programme managers and facilitated by the human resources function, to ensure that gaps are well understood. The Office of Human Resources Management and the Field Personnel Division plan to encourage individual entities to undertake workforce planning, working closely with the human resources focal points in each entity, and to provide support in the form of guidance, training, analytical tools and the sharing of best practices. Some progress has recently been made in this regard, specifically as pertains to issuing guidance to field operations and developing an online workforce planning training programme. In addition, workforce planning across entities is being conducted in support of the new staffing system being implemented.
The Board recommended that the Administration establish performance measures of the effectiveness of the recruitment process around getting "the right person, with the right skills, to the right position, at the right time and at the right cost" (para. 169).	The recommended performance measures can be established only by evaluating the delivery of mandates. The rate of delivery of mandates is monitored and reported through the budget performance of the relevant programmes. With respect to human resources management performance, new performance measures will be provided in the 2018-2019 strategic framework to be reported upon. In addition, a number of strategic objectives of human resources management are monitored and reported through the human resources scorecard.

Brief description of the recommendation	*Action taken to implement the recommendation*
The Board also recommends that the Administration perform an end-to-end review of the recruitment process to identify opportunities to reduce the lead time to recruit from the point at which a vacancy occurs until the post is filled (para. 170).	The end-to-end recruitment process was reviewed in the context of the development of the process for the new staff selection and managed mobility system. The first new staff selection system exercise is ongoing and the recruitment timeline will be reported after the completion of the exercise.